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January 18, 2008

**TO:** CVRC Board of Directors

**VIA:** Eric C. Crockett, Assistant Director of Redevelopment & Housing 

**FROM:** Ken Lee, Principal Project Coordinator 

**SUBJECT:** Item 6.A – Committee Report on Roles & Processes

In addition to your regular Agenda Packet for the January 24, 2008 CVRC Meeting, we have included the attached Committee Report for the Board's review. This report was developed by an hoc committee of three Directors (Muñoz, Rooney, Salas) created by the Board of Directors on October 11, 2007 to examine and make recommendations on several key follow-up action items that resulted from the Board's October 11 Working Session, held at the City's John Lippitt Public Works Center. The Committee will present its report and recommendations to the Board under Item 6 (Directors' Comments) of the Agenda.

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## COMMITTEE REPORT

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**DATE:** January 24, 2008

**TO:** CVRC Board of Directors

**FROM:** CVRC Committee on Structures & Processes  
Directors Muñoz, Rooney, and Salas

**SUBJECT:** Committee Report on Follow-up Action Items from the October 11, 2007  
CVRC Working Session

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### **EXECUTIVE SUMMARY:**

On October 11, 2007, the CVRC Board of Directors held a half-day working session at the John Lippitt Public Works Center to discuss organizational matters and foundation building activities for the Corporation. Eleven follow-up action items resulted from the working session (Attachment 1). An ad hoc committee of three Directors was created to work with staff to research and bring back recommendations to the full Board on key policy items. This report contains the recommendations of that Committee, including recommended Board action on two interrelated topics: (1) The use of standing and/or ad hoc committee structures in conducting CVRC business; and (2) The use of alternative meeting formats and/or venues to promote more open and informal dialogue. Based on the CVRC's current workload, the Committee is recommending that:

- The CVRC postpone the creation of standing committees to a future date when the need is clear and present.
- The CVRC continue to use ad hoc committees for special projects or policy matters, as necessary and appropriate.
- The CVRC hold one meeting per month as a working session away from the dais for the next six or more months. Hold the other meeting per month as a typical action/business meeting on the dais.

At the October 11 working session, the Board also directed staff to address and bring back seven administrative follow-up items for future Board discussion. Some of those items have been completed or are in progress. Others will be brought before the Board for discussion during the coming months.

### **RECOMMENDATIONS:**

The Committee recommends that the CVRC Board of Directors:

1. Receive and file the Committee Report.
2. Approve the Committee's recommendations on Items #8, #9, #10, and #11 from the October 11, 2007 Follow-up Action Items (Attachment 1).
3. Dissolve the Committee.

### **DISCUSSION:**

#### *Brief History*

On May 24, 2007, the CVRC's Bylaws were amended to remove the five City Councilmembers from the CVRC Board of Directors. The five City-Directors were replaced by three Chula Vista residents appointed by the City Council, with professional expertise and/or educational backgrounds in various fields. The newly reconstituted, seven-member Board of Directors held their first meeting as a fully independent body on August 9, 2007. Since then, staff has been working closely with the Board to lay a solid organizational foundation for the reconfigured CVRC that will provide long-term precedent and structural integrity for the CVRC's purpose, roles, and responsibilities.

#### *October 11, 2007 Working Session*

The Board's October 11, 2007 Working Session was designed to facilitate an open and informal dialogue among the Directors and staff about the purpose of the CVRC and the Board's role in the redevelopment process. Key discussion points involved:

- Clarity about the prescribed steps in the redevelopment process and the Board's formal role.
- The communication interface between staff and the Board for project updates, staff reports, Redevelopment Advisory Committee (RAC) activities, and work programs.
- The Board's awareness of current and anticipated development projects that the CVRC will play a role in.
- The role of the Board and individual Directors in engaging the public.
- The use of committee structures in the conduct of the Board's business.
- The level and quality of Board dialogue on the dais.

Eleven important follow-up action items resulted from the working session and are summarized in the outline attached to this report as Attachment 1. The Board directed

staff to address and provide follow-up on seven administrative items (#1 - #7). For the more policy-oriented items (#8 - #11), the Board created a three-member ad hoc committee to work with staff to bring back recommendations to the full Board. Directors Muñoz, Rooney, and Salas volunteered to sit on the Committee.

### *Committee Recommendations*

Pages 2 and 3 of Attachment 1 contain the Committee's recommendations on Items #8 through #11. The majority of the Committee's time was spent in discussion about the use of committees (e.g., standing, ad hoc) and alternative meeting formats (e.g., working sessions, roundtable). It was the Committee's consensus that the CVRC's current and anticipated development workload does not warrant the creation of standing committees, but that ad hoc committees continue to serve a beneficial purpose for the CVRC. The Committee would suggest, however, that the CVRC Directors have a limited amount of volunteer time that they can contribute to committees, and that the Board should actively manage the number and size of ad hoc committees that are in existence at any one time.

The Committee also reaffirmed the importance of creating a more informal environment at CVRC meetings for open dialogue among the Directors and with the public. The Committee agreed that the Board should consider more regularly holding CVRC meetings in alternative meeting formats and/or venues, such as working sessions and roundtable workshops.

Based on the Committee's review of committee structures and meeting formats, the Committee is recommending that the CVRC:

- Continue to use ad hoc committees as necessary and appropriate. *(Item #9)*
- Postpone the creation of standing committees until a future date when they become necessary and appropriate. *(Item #10)*
- Hold one meeting per month as a working session away from the dais for the next six or more months. Hold the other meeting per month as a typical business meeting on the dais. *(Item #11)*

Item #8 addresses how the CVRC can promote and facilitate greater public involvement in the redevelopment process, and be proactive in community outreach and education about the benefits of redevelopment. The Committee deferred discussion of Item #8 until after the December 6, 2007 Joint CVRC-RAC Working Session. Following that session, the CVRC, at its December 13, 2007 regular meeting, assigned a new two-member ad hoc CVRC committee to work with the RAC to address follow-up items from the December 6 session. Directors Muñoz and Salas volunteered to sit on the new committee. This Committee is recommending that Item #8 be deferred to the new two-member committee.

**ATTACHMENTS:**

1. Committee Recommendations and Status Updates on Follow-up Action Items from October 11, 2007 CVRC Working Session

# ATTACHMENT 1

## 10/11/2007 CVRC Working Session Follow-Up Action Items

	10/11 Working Session Follow-Up Items	Assigned To	Status
1.	Staff to prepare a summary matrix of all projects, including the steps in the redevelopment/entitlement process. Update the matrix monthly and provide status reports with “stop light” notations (green, yellow, red).	Staff	Presentation for Board discussion in Feb ‘08.
2.	Reintroduce Bayfront (Pacifica and Gaylord Projects) into the CVRC framework through a presentation by David Garcia and Denny Stone.	Staff	Initial “reintroduction” presentation completed on December 13, 2007. Further discussion in Spring ‘08.
3.	Staff to provide and explain to CVRC Directors the four criteria used by staff to qualify projects for Agency assistance.	Staff	Future discussion item.
4.	Staff to present to the CVRC Directors an executive summary of the Agency’s adopted Five Year Implementation Plan, such that the CVRC can direct staff resources, monitor progress to the strategic plan, and be proactive in attracting developers to Chula Vista.	Staff	Scheduled for the CVRC’s January 24, 2008 Regular Meeting.
5.	Planning & Building staff to present the City’s planning process to the CVRC, particularly as it relates to the redevelopment process.	Staff	Scheduled for Feb-Mar ‘08.
6.	Staff to send the minutes from RAC #1 and RAC #2 to all CVRC Directors to keep them informed of projects before CVRC action is needed. (NOTE: The Board concurred that it is acceptable to send draft minutes to Directors if the final minutes are not yet available. It is more critical for Directors to receive the RAC information than wait for the minutes to complete the final approval process.)	Staff	In progress.
7.	CVRC needs good, competent staff reports so that CVRC Directors can make good decisions. Brevity is important.	Staff	Presentation for Board discussion in Feb ‘08.

	10/11 Working Session Follow-Up Items	Assigned To	Status
8.	<p>A very important role of the CVRC is one of education (not advocacy). As a quasi-judicial body, the CVRC cannot be an advocate for a project. However, a two-way dialogue with the community that is impacted by a project is critical to ensuring all stakeholder voices are heard. “CVRC must get out into the community and take the first steps to build trust.”</p> <p>Examples of ways to accomplish this included:</p> <ul style="list-style-type: none"> <li>a. Sending postcards (easy to return); knocking on doors; going out into the community.</li> <li>b. CVRC Directors attending service group meetings and community meetings.</li> <li>c. Holding public meetings at an elementary school, developer listens to the issues of the community, lists on a flip chart and then answers back to the community at a later date.</li> <li>d. Community Strengthening processes.</li> <li>e. Attending RAC meetings.</li> </ul>	Committee	<p><b>Committee Recommendation:</b></p> <p>Defer to the new two-member ad hoc committee. The new committee will collaborate with RAC representatives.</p>
9.	<p>CVRC could assign a CVRC Director or committee to a project to use their skills/talents to enhance communication between the CVRC, staff, applicants/developers, and community.</p>	Committee	<p><b>Committee Recommendation:</b></p> <p>Continue to use ad hoc committees as necessary and appropriate.</p>
10.	<p>May need a CVRC committee structure to review projects outside of the CVRC’s scheduled two meetings per month. Possible committees are Finance, Real Estate, and Design.</p>	Committee	<p><b>Committee Recommendation:</b></p> <p>Postpone the creation of standing committees until a future date when they become necessary and appropriate.</p>

	10/11 Working Session Follow-Up Items	Assigned To	Status
11.	<p>The CVRC Directors found the workshop to be a beneficial format that encouraged productive dialog and created consensus amongst the CVRC Directors. It was also noted that conducting meetings in the community may be beneficial to create the opportunity for easier public input. “Not always meeting at City Hall from the dais.” One possible way to ensure greater opportunity for productive dialogue and public input is to adjust the current meeting structure – two formal CVRC meetings each month at City Hall. Examples included were:</p> <ul style="list-style-type: none"> <li>a. Hold one meeting per month out in the community.</li> <li>b. Conduct one meeting per month as a formal project approval meeting and one meeting as a workshop.</li> <li>c. Create an agenda item within the existing two meeting a month structure that allows for the workshop-type of work.</li> <li>d. Any combination of the above.</li> </ul>	Committee	<p><b>Committee Recommendation:</b> Hold one meeting per month as a working session away from the dais for the next six or more months. Hold the other meeting per month as a typical business meeting on the dais. Revisit this item in six or more months.</p>